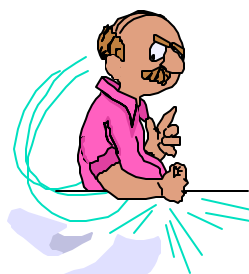
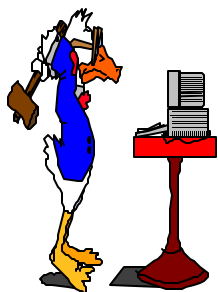


# TOOLS OF THE TRADE



## FAMILY ADVOCACY PROGRAM

1 February 2000



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## **PART I - ADMINISTRATION**

### **ADMINISTRATION OF FAMILY ADVOCACY STAFF**

The Family Advocacy Division (SGOF), Air Force Medical Operations Agency (AFMOA), Office of the Surgeon General, has authorized additional staff to augment the Family Advocacy Office at most MTFs. These staff are supervised only by the FAO; any deviation from this policy requires approval from SGOF. The FAP employees are funded to build healthy communities by providing maltreatment prevention and intervention services to military families.

As a supervisor, you have a very demanding job. Not only do you have to know your area of specialization, but also your competence as a personnel manager and administrator. Your successful understanding of the role you play in the day to day business of the organization is needed to help assure maximum use of the talents of your subordinates.

Your role includes selecting, directing, controlling, and administering the employees who work for you. As a social worker you already have the knowledge, skills, and abilities to be aware that people are different and that everyone has needs and there is a hierarchy of human needs. The degree to which you as a supervisor is able to enhance the fulfillment of those needs will impact directly on the performance of every employee under your supervision and consequently on the mission of the unit you supervise.

This Tools of the Trade Handbook is provided as a guide in dealing with personnel and resource issues. Any further questions can be directed to Mr George Fetterman, Management Analyst, AFMOA/SGOF, DSN: 240-5460.

***This Handbook replaces the previous edition and consolidates in it, the Resource Guide dated 1 May 1999.***

## ***SECTION I – Civil Service Employees***

### **RESPONSIBILITIES OF A SUPERVISOR**

**SELECTING EMPLOYEES** – Initial employment or reassignment is covered by rules and regulations of the Office of Personnel Management (OPM), the Air Force and your installation. Your role as a supervisor is important, but it varies under different selection process.

**\*POSITION KNOWLEDGE, EXPERIENCE AND/OR LICENSE WAIVER:**  
*Requirements and Process. FAO determines he/she would like to hire an individual who does not meet all requirements for either the civil service or the contract position. The FAO will submit a letter to AFMOA/SGOF requesting a waiver with rationale describing education/experience in the relevant area(s) specified below and a copy of the candidate's resume or curriculum vita. For waivers to a contract position the Contractor will submit a summary of efforts to hire for this position, findings of credentials check and references on individual proposed, and additional recruitment process should the waiver be denied.*

#### *Family Advocacy Outreach Manager*

*Knowledge of family violence  
Knowledge of family life education topics  
Experience in program and training development  
Experience in providing educational and skill building seminars  
Skill in public speaking and groupwork  
Experience in community organization and advocacy*

#### *Family Advocacy Nurse*

*Knowledge of family violence  
Knowledge and experience in maternal- child health  
Knowledge and experience in community health nursing  
Experience in providing nursing services outside health facilities*

#### *Family Advocacy Treatment Manager*

*Knowledge of family violence and experience working with violence issues in families  
Knowledge and experience in brief treatment modalities with individuals, couples, families,  
And groups  
Experience providing case management services*

#### *Family Advocacy Program Assistant*

*Familiarity with word-processing, spreadsheets and data base software*

*Experience providing educational programs or instruction*  
*Experience working with individuals who may be distressed*

*Temporary approval may be granted pending submission of a satisfactory training plan by the FAO that will compensate for deficits within 6 months of hiring. A waiver cannot be finalized until the training plan is approved.*

**ASSIGNING DUTIES** – An employee with the authority to assign work, review that work, accept or reject that work is by definition of the Fair Labor Relations Act (FLRA) a supervisor. The description of the major duties and skills, knowledge and abilities required for the job are contained in the Core Personnel Document. The Core Document includes only the major duties, which will a classification specialist to classify the position as to the title, series, and grade.

**CONDUCT AND PERFORMANCE** – Supervisors must maintain an atmosphere, which breeds the highest level of performance en employee, is capable of attaining and a standard of conduct, which is in keeping with the CODE OF CONDUCT for Federal Employees.

**COMPLAINTS AND DISCIPLINE** – Complaints take on many different forms – some subtle and very difficult to resolve and other very vocal and volatile. The supervisor must act in a fair, friendly and firm manner to resolve complaints. Take your time to get the facts, but act in a timely manner. Be a good listener. Learn to observe the workforce. Know your people. Understand their circumstances. Be calm. Never lose your temper. Get all the facts. Take your time – but act timely.

Be sure your decision is:

Consistent with similar cases under similar circumstances.

Communicated in such a fashion the employee understands the basis for your decision.

Discipline is intended to correct an employee's behavior.

**AFFIRMATIVE EMPLOYMENT** – Affirmative employment includes affirmative action and equal employment opportunity. The purpose of affirmative action is to correct the effects of past discrimination and to achieve the goal of a workforce that represents our nation's diverse population. Affirmative action covers some groups such as minorities, individuals with disabilities and women. EEO covers all employees and applicants.

**CORE PERSONNEL DOCUMENT** – The Core Personnel Document is the product of the Proclass Plus automated system called PALACE Automate. The Coredocs for the following FAP positions have been classified and approved by HQ AFPC, Randolph AFB TX and can be found on our webpage.

Family Advocacy Treatment Manager – GS-185-11

Family Advocacy Intervention Specialist – GS-185-11

Family Advocacy Nurse – GS-610-11

Family Advocacy Program Assistant – GS-186-07

Family Advocacy Outreach Manager – GS-185-11

**METHODS USED IN FILING POSITIONS** – As a supervisor, one of your most important functions will be to fill positions that become vacant. Approval to refill a FAP position must first be obtained from AFMOA/SGOF. There are two ways to fill a vacant civil service position. Internal placement and outside hire. Your CPO will determine which source they will use in filling the position.

*Outside Hires* – The most common source of outside hires is from registers prepared and maintained by the Office of Personnel Management (OPM). OPM recruits from the general public by posting announcements for jobs in various agencies. This process ensures the integrity of the concept that any and all citizens of this country who are qualified and wish to work for the Federal Government are afforded the opportunity to apply and be considered for such employment.

*Internal Placement* – Refers to the placement of current Federal Employees into a position. Internal placement can be by: Detail, demotion, reassignment, promotion.

### **CANDIDATE INTERVIEW VALIDATION:**

It is not required that candidates for selection be interviewed. However, when interviews are conducted, there are certain restrictions that must be followed:

- All** candidates must be interviewed.
- All** candidates must be asked the same questions.
- All** candidates must be job related.
- All** interviews must be well documented.

Essentially what this means, is that all are given the same consideration during the interview. Questions cannot be slanted to favor one candidate over another, and you cannot ask questions that pertain to other than the job requirement.

Following are some general guidelines:

- A good interview question should concern the experience and/or training of the candidate
- It should not lead the candidate to an answer
- Should not deal with hypothetical cases
- Should not have an obvious response
- Should not be filled with specialized technology

### **HOURS OF WORK**

A basic work week are those days of the administrative work week that include the employee's regularly scheduled 40-hour work week (exclusive of a lunch period); for example, Monday through Friday, 0800 to 1700, or some version of that time.

An employee cannot be required to work during lunch period without compensating that time, or allowing a later lunch period. Lunch periods may vary from work site to work site, depending on duty hours and job requirements. Generally, meal periods apart from the hours of duty should be scheduled to begin not less than three nor more than five hours after the start of the workday.

## **LEAVE**

**Annual** - It should be emphasized that Annual Leave is a right of Federal employment in that an employee must have the opportunity to use the leave subject to scheduling by the supervisor. Unused annual leave may be carried over into the next year up to a maximum accumulation of 240 hours. Any unused leave beyond the 240 maximum accumulation will be forfeited.

**Sick Leave** is not a “right” of Federal employment but is a “benefit”. Whereas the employee must have the opportunity to use Annual Leave, this is not the case on Sick Leave. Sick Leave may only be used if an employee is actually sick or has an appointment with a physician, dentist, or other medical practitioner. In certain specific cases, an employee may take sick leave to care for a family member who has a contagious disease.

**Voting Leave** - a maximum of one hour on the day of voting, generally three hours after the polls open or three hours before the polls close, whichever causes the least amount of time away from work.

**Jury Service** - This is excused absence and must be supported by written evidence from the court. If an employee is excused from jury service and has at least two hours remaining in the workday, he should report to work. If jury duty pay is compensation, it may be to be turned in; if it is to cover expenses, the employee may keep it.

**Military Leave** - A Reservist is entitled to take military leave to perform military duties. An employee accrues 15 days of military each fiscal year, and any unused military leave may be carried over to the next year, to a maximum of 30 days.

**Leave Without Pay** - This is leave requested by an employee to be absent from work in a non-pay status and, workload permitting, may be approved. An employee except in two instances cannot demand LWOP; i.e., a disabled veteran to cover an absence for medical treatment related to a service connected disability, and to a member of the Reserve or National Guard to perform military training duties.

**Family and Medical Leave** - The Family and Medical Leave Act of 1993 requires covered employees to provide up to 12 weeks of unpaid, job protected leave to “eligible” employees for certain family and medical reasons. See attachment 8 for further information.

**Family Friendly Leave** - The Family Friendly Leave Act of 1994 allows covered full-time Federal employees to use a total of up to 40 hours (5 workdays) of sick leave per leave year to (1) give care or otherwise attend to a family member having an illness, injury, or other condition which, if an employee

had such a condition, would justify the use of sick leave by the employee; or (2) make arrangements for or to attend the funeral of a family member.

## **TYPES OF DISCIPLINARY ACTIONS**

**Counseling** - This is the least form of constructive discipline and probably the one that should be used most often. For management to fail to note a possible breach of conduct and to call it to attention of the employee, most likely the breach of conduct will be repeated.

**Oral Admonishment** - This is similar to a counseling, but a bit more formal. A record of this oral admonishment is recorded on the Supervisor's Record of Employee and must be called to the attention of the employee with the right to initial the entry.

**Written Reprimand** - This a more formal method of constructive discipline, and requires a notice of proposed action, an opportunity to respond, and then a notice of decision to reprimand.

**Suspension Without Pay** - More severe than a "written reprimand," the suspension without pay is a permanent record since it affects the pay of the employee. Generally a suspension ranges from one day to several days, depending on the severity of the offense, and prior offenses that may have been committed by the employee.

**Removal** - This is the most severe disciplinary action and results in the termination of employment. It is usually done after several infractions of standards of conduct, several prior disciplinary actions, or extreme violation of regulations or standards of conducts.

## **GRIEVANCE PROCEDURE**

**Step 1 - Informal Grievance** - An employee desiring to file a grievance must first discuss the matter informally with the first line supervisor. This must take place within 21 calendar days of the date of the management action or occurrence-giving rise to the grievance. If the matter is not satisfactorily resolved at the first level, the supervisor must give a decision in writing within 14 days of the informal decision.

**Step 2 - Formal Grievance** - Within 7 days of the informal decision, the grievance and/or representative may elevate the grievance to the Directorate/Staff office level for further consideration. Within 7 days of receipt of the formal grievance, the designated management official meets with the grievant and representative to discuss the matter. Within 10 calendar days of that meeting, a written decision is issued to the grievant and union representative.

**Step 3 - Formal Grievance.** If management denies the grievance at Step 2, the grievant may appeal that decision to the Commander within 10 days of receipt of the Step 2 decision. The Commander's representative will meet with the grievant and representative and issue a written decision. If the grievance is denied at the Commander's level, the Union may then elevate it to binding arbitration.

**DISCRIMINATION COMPLAINT SYSTEM - Role of the Supervisor** - A complaint of discrimination is the most complex type of complaint an employee can bring. The road to resolution stretches long, from the informal stage to the Federal Courts. First and foremost are sound preventive measures.

Sound Personnel Practices - make duty assignments and/or take personnel actions in keeping with established policies such as labor agreement, Air Force Policy, etc.

Positive Approach to EEO - create an atmosphere in which not only your actions but the actions of your employees are positive to the concepts of Equal Employment for all. If a complaint does occur, cooperate with those involved in the resolution process and ensure the cooperation of any subordinates who may be involved.

Positive Communication - make sure that the Commander's Policy Statement regarding EEO program goals is communicated to the workers, that employees know the EEO complaint procedures, that you maintain an open door policy where employees feel free to discuss their problems with you, and by keeping your promises.

Pro-active in Resolving Complaints. The most important thing is prevention. Correct situations that may give rise to complaints. You have the responsibility of cooperating with those involved in resolving the complaint.

REFERENCES: See Attachment 1

## FAMILY ADVOCACY STAFF REQUEST FOR COMMERCIAL TRAINING

Requests for commercial training relevant to the FAP staff employee's professional duties must be approved by the FAO. The FAO will consider the following when approving or disapproving an employee's request for commercial training:

- a. Responsiveness to FAP standards or other requirements.
- b. Amount of research and program data forwarded to AFMOA/SGOF.
- c. Relevancy to specialty.
- d. Quality of training.
- e. Number of previous approved training TDYs.
- f. Attendance at AFMOA/SGOF previous sponsored conferences.
- g. Length of employment (must be employed with the FAP for at least six months before attendance at any commercial training can be approved)

A request for funding for commercial training must be approved and authorized by AFMOA/SGOF before any commitment is made to attend the training. This does not apply to AFMOA/SGOF-sponsored training (e.g., FAO and Prevention Conferences, FADAP training, etc.).

All requests for commercial training must be submitted to arrive at SGOF NLT **60 days** prior to the scheduled training with an information copy to the MAJCOM Program Manager. All requests must include name, title, status (civil service, or contract employee), estimated travel costs, registration fee (if applicable) (cost for CEUs is nonreimbursable), and a copy of the training brochure. Only **one (1)** commercial training is authorized per employee each fiscal year, when funds are available. A local training course for which there is a registration fee is credited as the one commercial training for that employee.

SGOF will return the approved/disapproved request to the FAO. Approved requests will include an accounting classification or fund citation for the publication of TDY orders (or just for registration fee when applicable) for military and civil service employees. Contract employees will received an attendance authorization letter. And will follow procedures for travel and registration fee established by their respective Contractor. Substitution of another employee **is prohibited**. Non-attendance requires SGOF notification prior to the commencement of the training.

Payment of Registration Fee ( Military/Civil Service Employees):

Registration fee is paid with your Unit's Government Credit Card. However, a DD Form 1556, Request, Authorization, Certification of Training and Reimbursement, should be completed by military and civil service employees for educational credit within the personnel system. This form, when completed by the requester, is submitted to your local MPF or CPO respectively.

**CRITIQUE/TRIP REPORT** - All SGOF funded attendees to commercial training must complete and forward a critique or trip report within 30 days after completion of the training. Report will describe ways this training will now enhance your program and how it will apply to your job. Also, you must include the positive and/or negative aspects of the attended training. Failure to comply within 30 days after return from the training may result in disqualification for one year for attendance at future commercial trainings.

## **FAMILY ADVOCACY STAFF TRAINING (FAST) NOMINATIONS**

DoD has mandated Family Advocacy personnel be trained in all aspects of Family Advocacy operations. They have appointed the US Army through the Academy of Health Science, Behavioral Science Division, Ft Sam Houston, Texas as the executive agent for the operation of the FAST Course. The Behavioral Science Division at Ft Sam Houston provides military and civil service attendees their fund cite, student evaluation plan, and letter of instruction. Contract employees will only receive a student evaluation plan and letter of instruction. TDY and per diem costs are the responsibility of your respective contractor.

The primary purpose of the course is to help personnel understand their particular role as a member of the FMCMT. Course topics include: administration of the FAP, the operation of the FMCMT, issues involved in child and spouse maltreatment, overview of procedures, and discussions of legal issues associated with FAP.

Several training cycles occur during each fiscal year. Training is held on announced dates in San Antonio, Texas at a local hotel. The course is two weeks in duration.

The Air Force receives a fixed number of training allocations for attendees at the FAST Course. Class quotas for primary and alternates are provided to each McFAPM who must submit attendee data to AFMOA/SGOF by established suspense dates.

### **Selection Criteria:**

Nominees must be directly responsible for preventing, treating, assessing or investigating child or spouse maltreatment.

Nominees must be retainable in their position for one-year following the training.

Nominees must be available to attend the entire course.

Preference will be given to personnel serving as FAO, FATM, FAOM, FANS, FAPA, and technicians. FADSS and FACT's are not eligible to attend.

Nominees may include, but are not limited to: physicians, chaplains, psychologists, behavioral science specialists, lawyers, security police, criminal investigators, and child development center directors or youth service program managers. Personnel must be involved in preventing, treating, assessing or investigating child or spouse abuse and/or may be a member of the FMCMT.

### **Procedures for Nominations:**

SGOF notifies McFAPMs of course dates, quotas and a response date. McFAPM notifies FAOs and establish suspense dates for response.

FAO assesses the training needs of his/her staff and provides nominees to their McFAPM who prioritizes the list by primary and alternate names and forwards to SGOF.

FAOs provide the following information:

Full Name of Nominee	SSN
Rank/Grade - GS or Contract Employee	AFSC/Series
Complete Military Address	Message Address
Job Title/Occupation	Home Address
Commercial Telephone No.	Fax Number (DSN/Comm)

Once accepted for attendance at a course, attendees may cancel ONLY for significant personal illness or emergencies, call you McFAPM and SGOF immediately.

## AIR FORCE RECOGNITION PROGRAM

The Air Force encourages employees to contribute, individually or in groups, to achieving our mission. The awards program is established to recognize and reward civil service employees for outstanding performance. Cash awards used as a bonus form a unified, flexible way to reward quality performance and distinguish among employee performance. An automatic link between a single criterion and a specific cash award, or the use of cash awards to simply augment pay is contrary to Air Force policy. Special attention should be paid to the prevention of unwarranted performance rating inflation.

### TWO TYPES OF CASH AWARDS

**Performance Award.** This award can only be considered and may be granted in conjunction with the civil service employee's annual appraisal. The FAO submits the **original** copy of the employee's annual appraisal of their excellent or superior employees they wish to be recognized, and were rated on AF Form 860A dtd 1 May 96. For those offices using the AF Form 860A dtd 1 Jul 99 only submit those appraisals that the total Appraisal Factors – Manner of Performance, exceed 70 points. When using the newer form the following formula will be used to determine the overall rating: Superior Rating = total point range of 72-81; Excellent Rating = total point range of 63-71; Fully Successful = total point range below 70. Employees who are hired within 90 days prior to the cut off date of 31 March are ineligible. **Recertification** of an initial or previous appraisal is unacceptable for consideration of a cash award. In order to be granted a QSI a civil service employee must receive at least a three percent award. A lesser percent results in a cash award. All documents must arrive at SGOF by the established suspense date, late arrivals are returned without action. FAP employees who are considered by their local base or MTF board **MUST** be funded by their local entity.

**Notable achievement Award.** The Notable Achievement Award, is based on noteworthy contributions that may occur at any time. This should not be used in lieu of or in conjunction with the annual appraisal program. The initial request for consideration of this award is submitted by the FAO on an AF Form 1768 to the Family Advocacy Program Manager, AFMOA/SGOF for approval/disapproval. The amount of the award may range from \$50 to \$300. An Action Memorandum is forwarded which contains a detailed narrative justification for the recommended award (separate narrative for each person if more than one is being considered). Criteria may include any of the following:

- Displaying initiative, perseverance and dedication to duty
- Improving procedures or methods
- Special, unique projects
- Eliminating or minimizing safety hazards
- Increasing productivity
- Saving time, money, and resources
- Improving customer service or services to the public
- Similar noteworthy contributions

Notable Achievement Award amounts are charged against the FAP's annual awards program budget.

## **PERFORMANCE APPRAISAL (AF FORM 860A)**

A primary point to remember when using the appraisal factors is that you are evaluating an employee's performance with the context and intent of the basic appraisal definition and within the scope of the employee's job.

- a. The standards are written for "met". You will have the right to use judgment in deciding whether employees failed, met, or exceeded the elements. The supervisor's exercise of this judgment is presumed to be fair and reasonable. A supervisor should never have to justify or defend a rating of "7", for example, except to state the reason. An employee is entitled to have received warnings or counseling in advance of a less than "9" rating. Supervisors should reorient their thinking; ratings are a management prerogative, which requires the exercise of judgment.
- b. It is enough to tell employees that you are required to make reasonable and responsible ratings. If everyone is superior, then no one is. Wholesale recognition of employees detracts from the entire purpose of the appraisal program.

### **FACTORS RATINGS**

Supervisors must have a clear understanding of the rating scale and how it relates to Air Force civilian employees. The most important point of the scale is "Fully Successful", for it is here that you should reference your ratings. In using the rating scale, you must keep in mind that the typical or "Fully Successful" employee works hard and is proficient on the job. The rating scale was designed to provide employees with a wide range to show their particular strengths and weaknesses.

There is an expectation that you will make meaningful distinctions among the performance of your employees through the ratings you assign. These ratings will motivate your employees to try to improve to qualify for the higher ratings, thus embracing mission accomplishment.

	<b>FULLY SUCCESSFUL</b>	<b>EXCELLENT</b>	<b>SUPERIOR</b>
Percent	40 to 60%	20 to 30%	20 to 30%
Factor			
Average	4 to 6	to 8	8 to 9

This is not a rigid rule. The intent is that all employees have strengths and weaknesses and that they should be rated fairly and accurately accordingly to their demonstrated performance on each behavior factor. A fully successful employee (who is clearly in your mind a "5" on all the technical aspects of the work) is supposed to be able to earn a 9 on working relations if the performance on working relations warrants it.

Similarly, an employee with perfect technical skills, but who is consistently the center of turmoil and strife with co-workers, ought to have that reflected in a rating on working relations. This is the place that we can rate that “attitude”—at least at a 5 level –and give the employee a signal of where improvement is needed.

If an employee receives an 8 or 9 on a behavioral/appraisal factor, you enter the elements in which it was observed and you have justified that performance was exceeded. If there is no justification for the referenced elements, you must write justification for the factor rating.

### **AF FORM 860B, CIVILIAN PROGRAM REVIEW WORKSHEET**

At least one progress review of the employee’s performance against all the elements of the performance plan will take place during the appraisal period, normally at the midpoint. AF Form 860B will be used to document this review and may be filled out prior to and/or during the review with the employee. Use of this form is mandatory. It facilitates the communication on performance. The progress review is a private communication between rating official and employee. The progress is intended for employee’s development and to help the individual. The employee should be made aware of the progress review is meant to provide feedback on performance that may impact the rating of record at the end of the appraisal period. A copy of the form is provided to the employee. The original is retained by the rating official in their record.

## **PERFORMANCE BASED ACTIONS**

### **QUESTIONS AND ANSWERS**

It is sometimes necessary and appropriate to take action on an employee based on their unacceptable work performance. There are very specific procedures and guidelines, which must be followed to (1), afford an employee a reasonable period to improve prior to taking any action and (2) to ensure the action taken will be upheld under a third party review (normally the Merit System Protection Board). The following questions and answers are provided for your information:

#### **1Q: WHAT ARE THE PRINCIPAL LEGAL AND REGULATORY REQUIREMENTS SUPERVISORS MUST MEET FOR TAKING AN ACTION BASED ON UNACCEPTABLE PERFORMANCE?**

1A: Supervisors must:

- (1) Communicate to the employee performance elements and standards, which permit the evaluation of job performance on the basis of objective criteria.
- (2) Notify the employee when performance is unacceptable in one or more critical elements and inform the employee of the standards that must be attained in order to demonstrate acceptable performance. (NOTE: All such notices must first be coordinated with your servicing employee relation's specialist.)
- (3) Afford the employee a reasonable opportunity to demonstrate acceptable performance (normally 30-90 days).
- (4) Issue to the employee a 30-day advance notice of the proposed action (if performance does not improve during the opportunity period) which includes specific instances of unacceptable performance. These instances must have occurred within one year preceding the notice of proposed action.
- (5) Allow the employee a reasonable period to respond to the proposed notice.
- (6) Issue a written decision within 30 days after expiration of the notice period. An official in a higher position than the one who proposed the action must concur this decision on.

#### **2Q. MAY A SUPERVISOR CHANGE AN EMPLOYEE'S ELEMENTS AND/OR STANDARDS DURING THE APPRAISAL CYCLE AND STILL BE ABLE TO INITIATE ACTION FOR UNACCEPTABLE PERFORMANCE?**

2A. Yes. As long as the change is properly communicated to the employee and the employee has had sufficient time (usually 90 days) to perform under the revised/added elements or standards.

**3Q. WHAT ASSISTANCE MUST I GIVE TO AN EMPLOYEE IN CONNECTION WITH HIS OR HER OPPORTUNITY TO DEMONSTRATE ACCEPTABLE PERFORMANCE?**

3A. The following methods are some most commonly used: (1) supervisory assistance/counseling; (2) training which may include on-the-job training, monitoring, or other forms of assistance by coworkers or senior personnel. NOTE: There is no requirement that formal training be provided.

**4Q. DOES THE EMPLOYEE HAVE THE RIGHT –THE SO-CALLED WEINGARTEN RIGHTS—TO HAVE A REPRESENTATIVE PRESENT WHEN I COUNSEL THE EMPLOYEE ABOUT HIS OR HER PERFORMANCE?**

4A. No. Meetings to discuss performance problems are not disciplinary or investigatory in nature. NOTE: If employee's performance does not improve and a notice of proposed action is issued, employee is allowed a representative during the reply.

**5Q. MAY I PROPOSE ACTION TO REDUCE IN GRADE OR REMOVE AN EMPLOYEE ON INSTANCES OF UNACCEPTABLE PERFORMANCE WHICH OCCUR FOLLOWING THE EMPLOYEE'S OPPORTUNITY PERIOD TO DEMONSTRATE ACCEPTABLE PERFORMANCE?**

5A. Yes, provided (1) the employee's performance following the opportunity to improve is unacceptable in one or more of the critical elements which formed the basis of the opportunity to improve period; (2) the unacceptable performance occurred within one year from the beginning of the opportunity to improve, and (3) the instances of unacceptable performance relied upon in making your determination of unacceptable performance occurred within the one year period ending on the date of the advance notice.

## QUALITY CONTROL REVIEW

(Performance Rating Only)

### CIVILIAN PERFORMANCE AND PROMOTION APPRAISAL

(AF Form 860A)

#### OVERALL PERFORMANCE RATING

YES NO

\_\_\_\_ Overall ratings are indicated

\_\_\_\_ Overall ratings are properly derived:

SUPERIOR

Exceeded all PEs

EXCELLENT

Exceeded more than one-half of critical PEs, met  
Other PEs

FULLY SUCCESSFUL

Met all PEs

MINIMALLY ACCEPTABLE

Did not meet one or more non-critical PEs, met all  
Critical PEs

UNACCEPTABLE

Did not meet one or more critical elements

#### APPRAISAL FACTORS – MANNER OF PERFORMANCE

YES NO

\_\_\_\_ Each of the nine appraisal factors has been rated

\_\_\_\_ Overall appraisal factor ratings are in reasonable correlation with overall  
performance rating

\_\_\_\_ Appraisal factor ratings are consistent with other employees who demonstrate  
similar or equal levels of work behaviors

#### SIGNATURES

YES NO

\_\_\_\_ Rating official signed

\_\_\_\_ Reviewing official signed

#### PERFORMANCE EVALUATION

YES NO

\_\_\_\_ Each Performance Element (PE) has been evaluated

\_\_\_\_ PEs are marked critical or noncritical exactly as shown on the AF Form 860

\_\_\_\_ PE evaluations are consistent with other employees who demonstrate similar levels

of substantiated performance

## SUBSTANTIATION OF RATINGS

YES    NO

\_\_\_\_\_    \_\_\_\_\_ Written substantiation is provided for each PE evaluated as “exceeded” or “did not meet”

\_\_\_\_\_    \_\_\_\_\_ Substantiation is concise, addresses specific measurements in the standard, and supports the PE evaluation.

**REMINDER-** You are rating performance *observed*.

The overall average of the work appraisal factors should correlate to the overall of the performance plan.

- a. A “Superior” rating should merit an average of 8-9.
- b. A “Excellent” rating should merit an average of 7 to 8.
- c. A “Fully Successful” rating should merit an average of 4-6.
- d. A “Minimally Acceptable” rating should merit an average of 2-3.
- e. An “Unacceptable” rating should merit an average of 1-2.

**OVERALL PERFORMANCE RATING.** The overall performance rating is assigned using the following guide:

- a. Superior Rating – Employee exceeds all of the elements of the performance plan.
- b. Excellent Rating – Employee exceeds more than one-half of the critical elements and meets all other elements.
- c. Fully Successful Rating – Employees meets the requirements of all of the elements of the performance plan.
- d. Minimally Acceptable Rating – Employee does not meet the requirements of one or more noncritical elements of the performance plan but meets the requirements for all critical elements.
- e. Unacceptable Rating – Employee does not meet the requirements of one or more critical elements of the performance plan.

## SECTION II – CONTRACT EMPLOYEES

### SUPERVISOR INFORMATION

Contract employees are hired under a personal service contract and are subject to supervision and direction by his/her government supervisor. *For Position Knowledge, Experience and/or License Waivers see Section I, Selecting Employees.* Should contract employees encounter a problem that cannot be resolved with their supervisor the problem shall be referred to the contractor. Contract employees remain employees of the contractor and responsibility remains with the contractor for evaluation of an employee's performance. The contracting office shall be informed of all problems. Removal of a contract employee, at the Government request, from the contract requires the concurrence of the contracting officer.

Contractor personnel shall wear dresses, skirts, pants, or slacks, shirt or blouse, shoes and socks/stockings. Tank-top shirts, cut-offs, shower shoes or similar items of apparel are prohibited. Clothing shall be clearly distinguishable from all U.S. military uniforms. Contract employees shall maintain a neat, well-groomed appearance at all times to facilitate credibility with the patients, staff and command.

Contractor personnel shall wear a contractor provided identification badge, on the left front of their outer clothing at all times while performing contract services. The badge shall include the person's full name, title, and company name.

The Air Force shall conduct criminal background checks on contract employees providing services to children. Background checks will be based on fingerprints of individuals obtained by the local Security Forces and inquiries conducted through the Federal Bureau of Investigation (FBI) and state criminal history repositories.

The Air Force will not interfere in matters pertaining to contract employee and his/her contractor. The Air Force will not remove a contract employee without the Contracting Officer's written approval. As the on-site supervisor, you will provide feedback on contract employee performance upon request or as needed.

All contractor personnel may be selected to attend Family Advocacy training conferences or training sponsored by commercial sources, as approved by our office. Contract employees who are selected to attend FAP sponsored training are required to attend unless written justification requesting waiver of attendance is approved in advance. Contract employees selected for Air Force training will have six months retainability to ensure a return to the Air Force's investment of training funds. Contract employees who apply and are approved for commercial training will have one year retainability. If the employee does not successfully complete the commercial training the contractor will be responsible to

the Air Force for reimbursement of the cost of the training. Resignation of a contract employee within one year of attendance of the commercial training will result in the contractor reimbursing the Air Force a pro rate portion of the Air Force's expense for the commercial training.

Routine work hours, as set by the MTF Commander, are *40 hours a week*, Monday through Friday, excluding legal holidays, (lunch period as set by activity and is unpaid). Routine hours may vary for specific instances. (Exception: For those bases where the Base Commander has deemed the work day to be nine (9) hours; work five days one week and four days the following week, with Friday a non-duty day; the number of hours worked may exceed 40 or total hours for a pay period may exceed 90 but not more than 45/85.) Flex time may be used to allow adjustment of a normal work day for contract staff who may be conducting individual/family groups past normal hours. Comp time is allowable only if the Air Force requires the employee to work late for program responsibilities (this should be on a very rare occasion). Comp time will not be accumulated and must be taken within 30 days. Contract employees do not earn comp time while on TDY. Compensation is in the form of paid per diem, travel costs and the benefits of the training. Down days are considered to be days of leave. Any days where civil service employees are required to take annual leave are considered leave (unpaid) days for contract employees.

SGOF staff verify the total hours worked by contract employees. The Air Force only pays for hours worked by the contract employee. The form at Attachment 2 will be completed and forwarded to our office via fax within 24 work hours after completion of the pay period. Individual times sheet required by the Contractor **will not** be forwarded to our office. Failure to comply with this requirement will result in the employee not being paid. It is you, the supervisor, who is responsible for providing us this information not the employee .

Contract employees must conduct themselves in a professional manner. Patient complaints may result in a contract employee being removed from the contract. All information and/or data obtained by the contractor and contractor employees are proprietary to the Air Force and shall be used only within the scope of the contract (e.g. contractor and contractor employees are prohibited from submitting articles for publication in professional journals and books using information or data obtained while performing under our contract). All requests for medical information on patients shall be immediately directed to the MTF Commander. At no time shall the contractor's employees release any medical or personal information on a patient whom contractor personnel have treated without first receiving written approval from the appropriate authority. Contract employees are not authorized occupational health services. However, they may receive emergency first aid and medical treatment subsequent to on the job injuries.

## **PART II – RESOURCE GUIDE**

The information contained herein provides you with necessary guidance regarding Family Advocacy resources. Further questions can be directed to our Family Advocacy Budget Analyst at:

### **AFMOA/SGOF**

2601 Doolittle Rd, Bldg 801  
Brooks AFB TX 78235

DSN: 240-5458  
FAX: 240-6770

## **FAMILY ADVOCACY RESOURCES**

### **CONGRESSIONAL FUNDING:**

Congress appropriates Operations and Maintenance (O&M) funds for the establishment and execution of the Air Force Family Advocacy Program. These funds are filtered from:

Office of the Assistant Secretary of Defense, Office of Family Policy, Support and Services (OASD(FMP)/PSF&E) through Department of Defense Schools (fund control only) to Secretary of the Air Force to Air Force Military Personnel Center (FAPC) to AFMOA/SGOF for execution.

AFMOA/SGOF is responsible for execution and compliance with DoD, and Air Force regulations governing financial management.

The Family Advocacy funds are distributed to each base via a central disbursing method. This is accomplished via an Obligation Budget Authority (OBA). SGOF identifies fund requirements for each base to AFPC. AFPC prepares and distributes the OBA documents to base Accounting and Finance Office (AFO) which “loads” the funds in the base accounting system for disbursing authorized expenses. The base AFO then reports expenditures, obligations, and commitments to AFPC, Randolph AFB TX. AFPC consolidates the data into a master file for SGOF. SGOF reviews the data by base, noting any variance in civilian pay expenses to determine any changes in staff, and to retrieve actual expenses incurred for TDY, local travel, and materials purchased.

Family Advocacy funds will only be used to:

- a. Address child and spouse maltreatment as defined in DoD Directive 6400.1, Family Advocacy Program, by implementing the FAP elements of prevention, direct services, administration, evaluation, and training as set forth therein.
- b. Support those prevention activities that are directly related to prevention of child and spouse maltreatment and for promoting early identification and reporting of suspected child and spouse maltreatment.

Family Advocacy funds will NOT be used to:

- a. Support activities funded through other programs, such as financial management counseling and the Exceptional Family Member Program (EFMP). Civilian staff funded by SGOF will **not** provide EFMP services.

- b. Purchase promotional items that merely publicize FAP activities.

Family Advocacy funds may be used to provide victim assistance services as defined by DoD Directive 1030.1, Victim and Witness Assistance, to child and spouse maltreatment victims and to provide services to children who are sexually abused in DoD sanctioned activities. When funds are used for this purpose FAP, staff will make a written request, with justification, to AFMOA/SGOF.

**The Family Advocacy Officer** will ensure execution of the installation FAP budget in accordance with DoD, AF, and FAP guidance. The FAO will be responsible for ensuring expenditures do not exceed the amount of funds issued (to avoid anti-deficiency), funds are expended in the manner intended (to avoid misappropriation of funds), and only authorized personnel will obligate the government (to avoid unauthorized commitment). The FAO will ensure all FAP staff members are aware of policies and procedures for obligating funds.

**The MTF Commander** resources the FAP by:

- a. Appointing an active duty social work officer or MTF-funded civilian social worker to serve as Family Advocacy Officer and Alternate FAO (other mental health personnel can function as FAO or Alternate FAO when an MTF social worker is not available).
- b. Assigning mental health technicians, as available, to support the Family Advocacy Program and Exceptional Family Member Program.
- c. Providing office space, office equipment and furnishings, operating supplies, printing, utilities, and maintenance.
- d. Support FAP staff training needs.

## **DIRECTIVES AND POLICY**

The following regulations govern the expenditure and obligation of government funds:

- a. Joint Travel Regulation (JTR). Governs TDY, PCS and Vicinity Travel.

Volume I – Uniformed Service Personnel

Volume II – Civilian Personnel

- b. AFI 40-301, Family Advocacy Program. Chapter 2, Civilian Staffing, paragraph 2.2. AFMOA/SGOF funded civilian employees: “Civilian employees whose positions are funded by AFMOA/SGOF cannot serve as the FAO, alternate FAO, EFMPO or alternate EFMPO. The personnel cannot participate in mental health “on call” rosters, as their duties are restricted to child and spouse abuse prevention and intervention.”

- c. AF Policy Directive 65-6, Financial Management, paragraph 1.2: “The Air Force will ensure appropriated funds, including expired funds and Defense Business Operations Fund (DBOF) accounts, are used only for authorized purposes, as enacted by Congress and under DoD and Air Force directives and instructions. Also, the Air Force will ensure appropriated funds are used only in the amounts and for the time period authorized by the applicable budget authorization, allocation and allotment.”

- d. AFI 65-608, Antideficiency Act Violation Causes:

- (1) Authorizing or creating obligations before funds become available.

- (2) Authorizing or creating obligations in excess of the amount available.

- (3) Failure to comply with statutory or regulatory limits or prohibitions on the use of allotted funds.

The actual obligation of government funds must be authorized or made by government employees or military members with the specific authority to do so. Only military members and employees of the government can be held responsible for such violations and answerable to the administrative and criminal sanctions of the law.

## FUND AUTHORIZATION

Only AFMOA/SGOF is authorized to obligate the government or to expend funds. At the beginning of each fiscal year (FY) AFMOA/SGOF will issue a letter (Atch 3) with fund citation/accounting classification specific to your base. Included will be fund ceilings for each type of expense authorized. These ceilings cannot be exceeded and requests for fund increases should be addressed to AFMOA/SGOF, 2601 Doolittle Rd, Brooks AFB TX 78235.

**CIVILIAN PAY:** SGOF will issue written authorization to the FAO to hire or rehire personnel with specific instructions as to type, grade and classification and will provide an approved CoreDoc for the applicable profession. Funds will be issued at the beginning of each FY only for the number of AFMOA/SGOF personnel employed. Funds will not be issued for vacant positions. Therefore, SGOF must be notified of new personnel who are hired so funds can be allocated before the end of their first pay period. The Family Advocacy Contract Employee Time and Attendance Worksheet at Attachment 3 will be used to report the total number of hours worked by contract employees. Do not report time off, sick leave, holiday or regular leave in the total number of hours reported. Be sure to include the contractor's name, your duty location, reporting period, employee's name, total number of hours worked, and signature of the FAO. The FAO must maintain original, signed time sheets for each GS and contract employee, available to AFMOA/SGOF on request. See Contracting Officer Representative (COR) Guide for further information on contract staffing.

**TDY:** Requests for commercial training relevant to FAP staff professional duties must be approved by the FAO. Only one commercial training per employee is authorized each fiscal year, when funds are available. A request for funding for commercial training must be approved and authorized by AFMOA/SGOF before any commitment is made to attend the training. This does not apply to AFMOA/SGOF-sponsored training (e.g. FAO, FADAP, Prevention Conferences). FAP staff must be employed with the FAP for at least six months before requesting funding for any commercial training. The request for training must be submitted to SGOF to arrive not later than 60 days prior to the start of the training. If approved, AFMOA/SGOF will issue a letter of authorization with a fund citation/accounting classification for identified military and civil service personnel to travel to a particular location for a specified purpose to include registration fees, if applicable. This letter will be used to obtain applicable travel orders (DD Form 1610) and become background material for the orders issuing official. Contract employees will receive a travel authorization. Procedures for TDY costs are established by their applicable Contractor. Reimbursement for CEU's for all personnel is non-refundable. Travelers will adhere to local policy for obtaining travel orders, traveling and submitting travel vouchers. *TDY expenses incurred using FAP funds without written authorization from AFMOA/SGOF is a violation of regulations and subject to disciplinary action, dismissal, and/or reimbursement to the government of expenses incurred.* **Substitution of another employee is prohibited.** The audit trail for obligations and disbursements will be maintained by the FAO as part of their regular duties. Attachment 4 is a sample form to maintain the accountability of these funds.

**LOCAL/VICINITY TRAVEL:** A letter will be issued at the beginning of each FY identifying the fund citation unique to each base with the Element of Expense/Investment Code (EEIC) to be used for local travel. This code will only be used for local travel. The fund cite will be entered in the block marked “Accounting Classification” on the SF 1164, Claim for Reimbursement for Expenditures on Official Business. Detailed instructions for completing the SF 1164 and general restrictions concerning local travel are provided under a separate section titled: Claims for Reimbursement for Vicinity Travel (SF 1164).

**REGISTRATION FEES NOT IN CONJUNCTION WITH TDY:** A letter of authorization will be issued by AFMOA/SGOF for registration or training fees. A DD Form 1556 will be completed in accordance with instructions provided under a separate section titled: Training. Trainee may, in lieu of the DD Form 1556, use their government credit or provide advance payment via check and get reimbursed after completion of training. If this method is used this action must be included in your travel orders. FAP staff authorized to attend local training will use SF 1164 for reimbursement of registration fee, however, prior authorization from AFMOA/SGOF is required. These procedures only apply to military and civil service employees. Contract employees will follow instruction provided by their Contractor.

**FAP RESOURCE ACCOUNT.** All FAPs will be granted a resource account unless the FAO declines in writing. The use of these funds is limited to the purchase of items and materials pertaining to the prevention and/or treatment of child and spouse abuse, (e.g. books. Films). Funds may also be used for small purchases such as slide projectors, TVs, and answering machines, when the MTF disapproves funding for these items. **DoD prohibits** use of these funds for promotional materials and/or food items. Use of these funds expires 30 September. The FAO has discretionary control over the Resource Account (supply). The audit trail for obligations and disbursements will be maintained by the FAO, these records will be maintained on file for two years. Attachment 5 is a sample form for maintaining accountability of your resource account. Further information is provided at the section identified as “Family Advocacy Resource Account”.

**REPORTING REQUIREMENTS:** All personnel actions must be reported to AFMOA/SGOF as soon as possible. This includes new hires, separations, or transfers, promotions, and step increases. The following information will be provided for new hires: Name, Position Title, If civil service – grade, step, salary and start date.

## WHAT IS AN ACCOUNTING CLASSIFICATION?

An accounting classification is also known as a fund citation or a fund cite but all refer to the string of codes identifying a specific appropriation. The following breaks down the accounting classification to help understand when to use the various codes and why:

97X0100.6042 CBX 57XX 76XXX 7XXXXX XXX XXXXXX

In the list below,

X denotes variable codes

97 DoD Appropriation

X Denotes fiscal year (FY), i.e., 9700100 denotes DoD appropriation, FY 00

0100. Identifies Family Advocacy Program

6042 Identifies Air Force

CBX Fund Code (CB) Identifies type of funds, i.e., O&M X refers to FY

57XX Operating Budget Account Number (OBAN). Identifies unit, distinguishes one FAP from another. These codes correspond to the cost center for each base.

76XXX Budget Program Activity Code (BPAC). Aids in tracking expenses by activity.  
There are five BPACs for Family Advocacy:

Prevention	76200
Direct Services	76300
Administration	76100
Research/Evaluation	76400
Training	76500

7XXXXXX Responsibility Center/Cost Center (RC/CC). Identifies each unit or FAP office. The second position identifies MAJCOM with the following three positions identifying the base. AFMOA/SGOF assigns RC/CC for FAP.

XXX Element of Expense/Investment Code (EEIC). Identifies the type of expenses. Codes to be used for:

TDY – 409 for travel and per diem, vicinity travel

Registration Fees – 553

Resource Account (non AF Supply) – 61950

XXXXXXX Accounting Disbursement Station Number (ADSN). Each base has a station code identifier. All of your obligating documents (TDY orders, AF Form 9, SF 1164), **MUST** contain your base station code.

## **PERSONNEL AND EXPENSES BY PROJECT CODE**

### **76200 PREVENTION** – items directly related to prevention

Personnel: Family Advocacy Outreach Manager (FAOM)  
Family Advocacy Nurse (FAN)

### **76300 DIRECT SERVICES** - expenditures related to treatment

Personnel: Family Advocacy Treatment Manager (FATM)  
Family Advocacy Intervention Specialist (FAIS)

### **76100 ADMINISTRATION** - Administrative support, operating costs, and miscellaneous expenses incurred.

Personnel: Family Advocacy Clerk Typist

### **76400 RESEARCH AND EVALUATION** - Expenses incurred in the process of collecting and evaluating data.

Personnel: Family Advocacy Data Support Specialists (FADSS)  
Family Advocacy Program Assistants (FAPA)

### **76500 – TRAINING** - Costs incurred for training of FAP personnel.

## **FAMILY ADVOCACY RESOURCE ACCOUNT**

(EEIC 61950 Non-Air Force Supplies and/or Materials)

**PURPOSE:** To provide funds locally to Family Advocacy Offices for small purchases.

**ELIGIBILITY:** All Family Advocacy Offices will be granted a resource account unless the Family Advocacy Officer declines in writing.

### **LIMITATIONS:**

a. Funds allocated will be for the purchase of items and materials pertaining to the prevention and/or treatment of child and spouse maltreatment, i.e., books, films, etc. Funds may also be used to purchase small items of equipment but must be solely within the Family Advocacy Program, i.e., telephone answering machine, slide projector, television, etc, when the MTF/CC has declined their purchase. Items can be purchased with a government IMPAC card or an AF Form 9, Request for Purchase, or through Medical Supply channels.

b. Funds must be obligated by 30 June of each year or they may be withdrawn.

c. Use of funds allocated expires 15 Aug each year.

d. Requests for items that exceed the amount allocated to your resource account must be submitted in writing to AFMOA/SGOF through the applicable Major Command Family Advocacy Program Manager. Include:

(1) FAOs approval

(2) Complete nomenclature of item to include cost and quantity

(3) Source with address and telephone number.

(4) Justification

### **RESPONBILIBITIES:**

a. SGOF will provide a fund authorization letter (see sample letter at Atch 3) at the beginning of each fiscal year as soon as Congress passes the budget and DoD allocates our funding.

b. Family Advocacy Officer will be responsible for fund accountability and integrity of purchases as applicable to the Family Advocacy program.

c. Family Advocacy Officer will be responsible for compliance with AFMOA/SGOF instructions and policies.

## TRAINING

1. Requests for commercial training relevant to Family Advocacy Program staff professional duties must first be approved and the requesting letter signed by the FAO . The FAO will consider the following when approving or disapproving an employee's request for commercial training:

- a. Responsiveness to AF FAP Standards or other requirements.
- b. Amount of research and program data forwarded to AFMOA/SGOF.
- c. Relevance to specialty.
- d. Quality of training.
- e. Number of previous approved training TDYs, and
- f. Attendance at previous AFMOA/SGOF-sponsored conferences.

2. A request for funding for commercial training must be approved and authorized by AFMOA/SGOF before any commitment is made to attend the training. Only one (1) commercial training per employee, per fiscal year, is authorized, when funds are available. This does not apply to AFMOA/SGOF sponsored training (e.g., FAO, Prevention Conferences, FAST Course, FADAP Training, etc.)

3. FAP Civil Service/Contract employees must be employed with the FAP for at least six months before requesting funding for any commercial training.

4. The FAO-approved request for commercial training must be submitted to AFMOA/SGOF to arrive not later than **60 days prior** to the training. All requests must include name, title, status (Civil Service/Contract), estimated travel cost, registration fee (if applicable) and a copy of the training brochure.

5. SGOF will return the approved/disapproved request to the FAO. Approved requests for military and civil service personnel will include an accounting classification for the publication of travel orders, DD Form 1556, or SF 1164 depending on the location of the training. A travel authorization letter will be furnished for contract employees. Reimbursement for TDY costs will be per instruction furnished by

the contract employee's respective Contractor. SGOF will be notified if an employee is unable to attend the training. Substitution of another employee is *prohibited*.

6. Registration Fees:

a. Are paid by the units Training IMPCA Card, however, if your finance office permits, military and civil service personnel may use their government credit card, personal check.

b. Contract employees follow procedures provided by their Contractor.

**In ALL** cases where the military and civil service traveler is permitted to pay the registration fee in advance, be sure the reimbursement authorization is included in their travel orders. For local training employees can utilize SF 1164 for reimbursement.

7. Funded attendees to commercial training must complete and forward to SGOF a critique (or trip report) within 30 days after completion of the TDY. The critique will include the positive and/or negative aspects of the training. Failure to comply within 30 days after return may result in disqualification from attendance at other commercial training.

8. FAP employees are responsible for obtaining training to update their skills, and to meet licensure and certification requirements. Personnel performing under a personal service contract funded by SGOF, may be selected to attend FAP conferences or training sponsored by commercial sources, as approved by the government. CEU maintenance of licensure is employee responsibility. Cost for CEUs are non-reimbursable. Contract personnel who are selected for government training are required to attend unless written justification-requesting waiver of attendance is approved in advance.

9. Contract personnel selected for government provided-training will have six month's retainability to ensure a return on the government's investment of training funds. Contract personnel who apply and are approved for commercial training will have one-year retainability.

## **AF FORM 9, REQUISITION INSTRUCTIONS/ PURCHASING PROCEDURES**

### **FUNDING RESPONSIBILITIES:**

1. An Obligation Budget Authority (OBA) allocating funds at base level will be issued for a set dollar amount. A letter will be issued with all funding ceilings.
2. The Family Advocacy Officer is the approving official for all purchases. Funds can only be used to purchase the items pertaining to the prevention and/or treatment of child and spouse abuse, i.e., books, films, etc.
3. The FAO will be responsible for accountability of FAP funds. Exceeding the dollar amount authorized is a violation of AFI 65-608 and is subject to administrative discipline.

### **PROCEDURES:**

1. AF Form 9, Request for Purchase, will be completed and approved by the FAO. Items from the same source may be submitted on the same form. A sample AF Form 9 is included at Atch 6. Requisition number can be obtained from your MTF Resource Management Office (RMO).
2. The accounting classification on the FAP Resource letter will be cited in the appropriate block of the AF Form 9.
3. Each AF Form 9 will be entered in the informal obligation record, see Atch 5. The AF Form 9 total dollar amount is the Commitment Amount. The amount on the Purchase Contract, SF Form 1449, Block 26 is the Obligation Amount and the Available Balance is adjusted accordingly.

4. AF Form 9(s) will be submitted to Accounting and Finance for commitment of funds against the OBA allotment. The Accounting and Finance Office forwards the request to the base Contracting/Procurement Office.
5. The Contracting Office negotiates for the requested item(s) and issues a SF Form 1449 to the lowest bidder. (See Atch 7 for sample copy) Upon receipt of the materials, a DD Form 250, Material Inspection and Receiving Report, will be completed and submitted to your Accounting and Finance Office. (See Atch 8 for sample copy) A copy of the SF Form 1449 should be retained for your files. The cycle is complete for each requisition when all documentation has been forwarded to your Accounting and Finance Office.
6. The obligation and audit trail is maintained by Accounting and Finance Office and by the FAO. All documents should be kept together and retained for two years after the end of the fiscal year in which action was completed, i.e., FY 00 contracts may be destroyed Oct 2002.

## **CLAIMS FOR REIMBURSEMENT FOR VICINITY TRAVEL (SF 1164)**

Family Advocacy Outreach Manager, Family Advocacy Nurse, Family Advocacy Intervention Specialist and in some cases, the Family Advocacy Treatment Manager and the Family Advocacy Program Assistant, are authorized reimbursement at the current mileage rate for using their personal vehicle while on official business in the vicinity of their duty station, if AFMOA/SGOF budgeting limitations allow commitment of funds for this purpose.

The boundaries for vicinity travel are determined locally by each base commander in compliance with the Joint Travel Regulation. Individuals submitting a claim should become familiar with their local base directives governing vicinity travel. Reimbursement for on-base travel is authorized for mileage that exceeds 5 miles round trip. Claims for vicinity travel will be submitted monthly. Exception: Contract employees following instructions provided by their respective Contractor.

Vicinity travel does not include travel from point-to-point on the duty station nor does it include travel to and from work. If, however, it is necessary to perform services or serve as participant in an official capacity any excess mileage (beyond that normally driven to or from work) may be claimed for reimbursement. If the SF 1164 includes this type of mileage, indicate on the form or on an attached statement, the normal mileage to and from work and your home address. This form will not be used to purchase any type of items, travel to attend a local seminar, any miscellaneous expenses or registration fee.

The SF 1164 must be completely legible. **Do not** use white out to make corrections. If a correction is necessary draw a single line through the incorrect entry, initial the entry, and make a new entry. (See sample at Atch 9) All entries must be completed and preferably typewritten. If it is necessary to use the backside of the form, disassemble and reassemble the form to ensure that the original of the backside is on the original of the front side. Completed SF 1164 will be submitted to your local Base Accounting and Finance Office, Travel Section, for reimbursement. An accounting classification will be issued annually specifically for your base. Use of this accounting classification is for Vicinity Travel, parking fees, and any other item as specified in this brochure.

**INSTRUCTIONS FOR PREPARING SF 1164**  
**(Military and Civil Service Employees Only)**

The following numbered paragraphs coincide with the numbered areas of SF 1164. Refer to an SF 1164 while following these instructions:

1. Enter your office symbol (i.e. SGHMA)
2. Leave this area blank.
3. Leave this area blank.
4.
  - a. Enter your full name as requested. Do not forget to enter your grade, e.g., GS-9.
  - b. Enter your Social Security Number.
  - c. Enter the correct address where you wish to have your reimbursement check mailed. Ensure your zip code and, if applicable, your post office or PSC box number is correct.
  - d. Enter your DSN telephone number where you can be contacted during duty hours.
5. Leave this blank.
6.
  - a. Enter the year, e.g., 00 in the space provided below the word “date”. Enter the day and month for each trip you are requesting mileage reimbursement.
  - b. Enter reimbursement code “A”.
  - c. Enter the full name of your base or starting point of travel. For example: Randolph AFB, etc. The Accounting and Finance Office has specifically requested that the abbreviated base name not be used.
  - d. Enter the complete address of your travel destination. Follow the address with “& return” to denote that the trip was a round trip (destination and return to base).
  - e. Enter the actual number of miles traveled for the trip. Do not round up or down to the nearest mile. Indicate partial miles in decimal form. If you used the reversed side of the form, do not forget to transfer the totals to the front page.

f. Compute this area using the current rate per mile. You may round up or down to the nearest one cent. If you used the reverse side of the form, don't forget to transfer the totals to the front page. As a matter of information, this area is recomputed by the

Accounting and Finance Office clerk who processes these claims.

g. Enter any fares or tolls paid for the trip specified.

h. Leave this area blank.

i. Enter any parking fees in this column. Submit a receipt for each parking fee incurred. Registration fees, (except for local training for contract employees approved by AFMOA/SGOF) travel to seminars or claims for anything other than mileage, parking fees or tolls, is strictly prohibited.

columns "F" through "T", cross total these and enter the amount claimed in this area. Do not forget to bring forward any sub-totals from the reverse side.

8. Your approving official (your supervisor) will sign here and enter the date. Sign the original only.

9. Leave this area blank.

10. The claimant, as specified in block 4, signs this area. Do not forget to place an "X" or check mark in the block titled "check" for type of payment desired.

11. Leave this area blank.

12. Leave this area blank.

13. Enter the accounting classification code issued from AFMOA/SGOF for vicinity travel.

## **REFERENCES – ATTACHMENT 1**

### **ABSENCE AND LEAVE**

**REFERENCE: AFI 36-815**

Employees earn 4 hours of Sick Leave (SL) per pay period and either 4, 6 or 8 hours of Annual Leave (AL) depending on length of service. Use of this leave and requests for advance leave, leave without pay, and administrative leave often create problems for a supervisor. Your employees should know the procedures for requesting and using leave.

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### **ADVERSE ACTIONS**

**REFERENCE: AFI 36-704**

Adverse actions are normally taken when an employee's conduct becomes unacceptable. These are disciplinary actions such as suspension, removals, etc.. Coordinate with DPCE before taking any action.

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### **ADVERSE IMPACT**

**REFERENCE: FEORP, 5CFR, PART 720**

Adverse impact exists whenever under-representation of a minority/sex group is identified through a comparison between the percentage of the group in a particular occupational category federal employment and the percentage of that same group in the civilian labor force.

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### **AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY**

**REFERENCE: AFI 36-205**

Personnel management is accomplished in a manner that is free from discrimination and provides equal opportunity for all applicants and employees regardless of their race, color, religion, age, sex, national origin or handicapping condition. Through affirmative action, positive steps are taken to eliminate the under-representation of minorities and women throughout the Federal work force.

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### **AFFIRMATIVE EMPLOYMENT PLAN MGT**

**REFERENCE: EEOC**

**DIRECTIVE 714**

The Affirmative Employment Plan (AEP) is a multi-year plan addressing equal employment in such areas as recruitment and hiring, discrimination complaints, and work force composition. It includes a sexual

harassment prevention plan and identifies the under-representation of women and minorities in the civilian work force.

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**ALCOHOLISM**

**REFERENCE: AFI 36-810**

Alcoholism is an illness, and as such, employees must be given the opportunity for rehabilitation if job performance is affected. Various programs exist to assist employees with an alcohol problem. Any known or suspected on-the-job use of alcohol by an employee or any deterioration in an employee's performance attributed to (known or suspected) alcohol use should be documented and reported to DPCE.

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**ANNUAL INSTALLATION TRAINING PLAN (AITP)**

**REFERENCE: AFI 36-401**

Supervisors are asked to identify training requirements for next FY each May – July. All valid, job-related requirements are consolidated to form the AIFP.

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**APPEALS, ADVERSE ACTIONS, & GRIEVANCES & NEGOTIATED CONTRACTS**

**REFERENCE: AFI 36-1203**

Most employees have appeal/grievance rights as recourse to adverse actions (discipline), performance appraisals, etc., however, proper procedures and time limits must be strictly adhered to. Contact DPCE immediately whenever presented with a grievance.

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**APPEALS, CLASSIFICATION**

**REFERENCE: AFI 36-1401**

Employees may appeal the pay system, title, series or grade of their position. The supervisor, will make attempts with a classification specialist providing technical assistance if desired, to resolve classification disagreements informally prior to an employee's submission of a formal appeal.

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**AWARDS**

**REFERENCE: AFI 36-1001**

Employees are eligible for many different awards, both cash and non-cash. Contact DPCE if you are unsure how to recognize a deserving employee. Various honorary awards are solicited periodically throughout the year at which time you must determine if any of your employees should be nominated.

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**BENEFICIARIES'**

**REFERENCE: FPM 870**

Upon death of an employee, the following order of precedence is used for payment of benefits unless a beneficiary is designated by completion of appropriate forms: Widow/widower, children, and parents. Employees may designate beneficiaries for life insurance, retirement fund, and unpaid compensation.

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#### **CAREER SERVICE RECOGNITION**

**REFERENCE: AFI 36-1001**

All civilian employees receive career service certificates and pins to mark 10-year intervals. Employees are identified automatically by their civilian personnel office and their organizations are forwarded the completed certificates and pins for presentation.

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#### **CAREER STATUS**

**REFERENCE: FPM 315**

Term used to describe permanent federal employees who have satisfactorily completed three years of substantially continuous service and have been converted to career tenure, entitling them, should they leave federal service, to indefinite reinstatement eligibility for noncompetitive appointments.

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#### **CLASSIFICATION STANDARDS**

**REFERENCE: AFI 36-1401**

The Personnel Office maintains a current file of all published Office of Personnel Management (OPM) and USAF position classification (GS) and job grading (WG) standards. They are available to all supervisors and employees. These standards are the guides by which all civilian positions are classified.

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#### **CIVILIAN APPRAISAL SYSTEM**

**REFERENCE: AFI 36-1001**

Employees new to the Air Force (first appointment/transfer from other agencies) are due an initial appraisal after 90 days. This office will notify you when one is due. All other employees (except appointments of less than 120 days and student aides in pay plan YW) are due an annual appraisal. Pay plans GS/GW/GM/SES are closed out as of 31 March. The different ratings are Superior, Excellent, Fully Successful, Minimally Acceptable, and Unacceptable.

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#### **CLASSIFICATION OF POSITIONS/JOBS**

**REFERENCE: AFI 36-1401**

Classification of a position begins with the supervisor determining the required duties. The Classification Specialist analyzes those duties for the purpose of determining the correct occupation, title, and grade. The Classifier also determines if the position is in the general schedule, general manager or wage grade area.

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#### **CORRESPONDENCE COURSES**

**REFERENCE: AFI 36-401**

Two sources of correspondence courses are available. The National Independent Study Center (NISC) has a variety available for approximately \$100.00. The Extension Course Institute (ECI) has free courses. Contact DPE for ECI information DPCT for NISC.

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**DISCIPLINARY ACTIONS**

**REFERENCE: AFI 36-704**

Disciplinary actions may be taken against employees for various valid and documented reasons in an attempt to correct/improve individual conduct or performance. All such actions must first be coordinated with your servicing employee relation's specialist.

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**DRUG-ALCOHOL ABUSE PROGRAM**

**REFERENCE: AFI 36-810**

Various programs exist to assist employees with alcohol and/or drug abuse problems. The Base Social Actions Office is available to assist such employees through counseling and/or referral to an appropriate agency. Employees who wish to participate in such a program are self-referral or are referred by their supervisors. Contact your servicing employee relation's specialist if you suspect any such problem.

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**FAIR LABOR STANDARDS ACT (FLSA)**  
**FPM SUPP 990-2**

**REFERENCE: FPM SUPP 532 AND**

Some employees cannot be asked, directed, or allowed to perform work outside normal hours of work without being compensated. You should be aware of your employees' status regarding FLSA entitlement (exempt or non-exempt). This status governs the computation of any overtime pay entitlement. (See Overtime/Compensatory Time)

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**FEDERAL EQUAL OPPORTUNITY  
RECRUITMENT PROGRAM (FEORP)**

**REFERENCE: FPM LR 720-2**

FEORP is a program of targeted recruitment in order to help eliminate the under-representation of women and minorities in specific occupational areas. Job information data is solicited from all interested candidates for potential vacancies. This applicant pool can be utilized as an added source for referrals.

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**GRIEVANCES**

**REFERENCE: AFI 36-1203**

All eligible employees are free to file a grievance without fear of reprisal. Bargaining unit employees must follow the procedures outlined in the negotiated contract (AFGE or IAFF); non-bargaining unit employees must follow AFI 36-1203. All grievances are time-sensitive and must be handled properly. Contact DPCE when presented with (or informed of) a grievance.

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**HEALTH BENEFITS**

**REFERENCE: FPM 8906**

Upon employment, all permanent civilian employees (except those with intermittent work schedules) are given the opportunity to elect coverage from numerous health plans under the Federal Employees' Health Benefits Program (FEHB). Opportunities exist to change enrollment under certain conditions. Open season for changing plans is typically Nov-Dec each year. Health benefits claims are handled directly from the employee to the specific carrier.

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**IDENTIFICATION CARDS**

**REFERENCE: AFI 36-3001**

Upon employment, civilian employees are issued an AF Civilian ID/Pass for access to the base. Cards are controlled by the Security Police Squadron and obtained at Pass and Registration. Family members, retired military and/or reservists are not required to have a civilian ID card.

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**INDIVIDUAL DEVELOPMENT PLANS**

**REFERENCE: AFI 36-401**

The IDP was replaced by the Career Enhancement Plan which is completed annually by supervisors (with employee input) to assess training needs and desires of career program registrants.

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**LIFE INSURANCE (ENROLLMENT)**

**REFERENCE: FPM 870**

Upon employment, all permanent civilian employees (except those with intermittent work schedules) are given the opportunity to elect coverage under the Federal Employees' Group Life Insurance program (FEGLI). Open season for enrollment is at the discretion of OPM and has normally occurred every 4 or 5 years.

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**ON-THE-JOB INJURY/OCCUPATIONAL ILLNESS**

**REFERENCE: AFI 36-811**

All employees injured in the performance of their duties are required to complete a report of the injury (form CA-1). Supervisors, as well, must complete the reverse of the Form CA-1 and forward to DPCE within 5 days of the injury/illness. Contact DPCE immediately when an injury occurs.

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**OVERTIME/COMPENSATORY TIME**

**REFERENCE: FPM SUPP 532-1, FPM SUPP 990-2**

FLSA non-exempt (see Fair Labor Standards Act) employees who are directed (and approved) or who are allowed to work overtime must be paid overtime pay. FLSA exempt employees who are directed (and approved) to work overtime must be compensated (overtime pay or compensatory time) for their time. The rules for overtime compensation are very complex, therefore, contact DPCE prior to allowing and employee to work overtime.

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#### **CORE PERSONNEL DOCUMENT (CPD)**

**REFERENCE: AFI 36-504**

A core personnel document is the key vehicle in the classification of the position and must meet the Air Force standard of adequacy. The CPD is an accurate statement of the major duties, knowledge's, skills, and abilities, responsibilities, physical and performance requirements of the position and its organizational relationship.

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#### **POSITION SENSITIVITY**

**REFERENCE: AFI 31-501**

Each civilian position must have a sensitivity designation assigned as either non-sensitive, non-critical sensitive or critical sensitive. In most organizations, the two-letter office chief retains the determination of sensitivity for other than non-sensitive positions.

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#### **PERFORMANCE APPRAISALS AND RECOGNITION**

**REFERENCE: AFI 36-1001**

Employees are eligible for a Performance award based on a percentage of their annual salary in conjunction with their annual appraisal provided their rating is Excellent or better. Award recommendations are submitted at the time the annual appraisal is accomplished. (See Civilian Appraisal System)

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#### **PRIORITY PLACEMENT PROGRAM**

**REFERENCE DOD 1400.20., 1-M**

This is a placement assistance program designed to place fully qualified DOD employees into continuing positions when adversely affected by actions such as reductions-in-force, base closure, consolidations, contracting out, position classification decisions, rotation from overseas, and transfers of functions.

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#### **QUALIFICATIONS (JOB)**

**REFERENCE: OPM  
HANDBOOK X-118 & X-118C**

Qualification standards are developed by the Office of Personnel Management (OPM) on the basis of a comprehensive occupational analysis, which identifies experience of educational requirements. General experience is defined as progressively responsible clerical, office or other work, which indicates the

ability to acquire a particular knowledge of skill. Specialized experience is defined as directly related to the duties of a position and provides the required knowledge, skills, and abilities. Generally, successfully completed education above the high school level in any field may be acceptable for on-the-job performance. Standards may be reviewed in DPCS.

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**REDUCTION-IN-FORCE (RIF)**

**REFERENCE: FPM LTR 351-22**

RIF is the procedure used to determine employee rights when reorganization, lack of work, shortage of funds, decrease in personnel ceilings, etc., results in the need to separate, demote, or reassign employees. Contact DPCS immediately if you anticipate a RIF situation.

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**REINSTATEMENT (GENERAL INFORMATION)**

**REFERENCE: FPM 315**

Individuals who leave civil service after holding a permanent position are eligible to come back into civil service without competing with the general public for certain announced positions. Career-tenured employees have unlimited time to return to civil service; career-conditional tenured employees have three years to return. Copies of Standard Forms 50 are used to verify eligibility. Hiring based upon reinstatement eligibility is done at the agency's discretion.

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**RESIGNATION**

**REFERENCE: AFI 36-107**

Employees are free to resign from their position at any time, although it is advisable that they give at least 2 weeks notice. An SF-52 must be initiated by the employee or organization, signed by the employee, and submitted to the CCPO as soon as it is known the employee is resigning. A "fill" SF-52 may be submitted at the same time.

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**SECURITY CLEARANCES**

**REFERENCE: FPM 296-33**

Any civilian employee whose appointment is expected to last six months or longer is required to have a National Agency check with Inquires (NACI) completed. Other clearances may be required based on the sensitivity of the position the employee occupies.

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**SERVICE COMPUTATION DATE (SCD)**

**REFERENCE: FPM 296-33**

Service Computation Date (SCD) is a date, either actual (if service is continuous) or constructed (if service has been interrupted), used to determine benefits (such as leave and retirement) which are based

on how long the person has been in the federal service. Prior military and federal service is generally creditable.

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**SKILLS CODING****REFERENCE: AFI 36-505**

Skill codes are data in the Personnel Data System which reflect primary duty areas of current positions. The supervisor and classification specialist usually agrees upon these codes. They are used in determining the eligibility of candidates for the job. Skill codes also record employees' previous federal and non-federal work experience. The codes are used in the consideration of current employees for other positions and selection for training.

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**VETERAN PREFERENCE****REFERENCE: FPM 221**

Veteran's preference is given to separated and/or retired military members based upon years of service, campaign time, disability, or other factors. The five - or ten-point veteran's preference provides the veteran an advantage in obtaining federal employment. Minimum qualifications have to be met; however, depending on eligibility, five to ten points are added to examination scores, which causes veterans to move higher on the list of eligible and receive earlier consideration than non veterans.

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**COMMONLY USED REFERENCES FOR CIVILIAN PERSONNEL**

DIRECTIVE	TITLE
AFPAM 36-106	Supervisor's Record
AFMAN 36-2024	Staffing Civilian Positions
AFI 36-401	Employee Training and Development
AFI 36-701	Labor-Management Relations
AFI 36-703	Civilian Conduct and Responsibility
AFI 36-704	Discipline and Adverse Actions
AFI 36-807	Weekly and Daily Scheduling of Work and Holiday Observance

AFI 36-810	Substance Abuse Prevention and Control
AFI 36-815	Absence and Leave
AFI 36-1001	Managing the Civilian Performance Program
AFI 36-1004	Management of Civilian Recognition Program
AFI 36-1201	Discrimination Complaints
AFI 36-1203	Administrative Grievance System
AFI 36-1401	Position Classification

CONTRACTOR NAME:

LOCATION:

Reporting Period

Fax completed worksheet to  
SGOF. DSN: 240-9032 or 240-  
6770 within 1 workday from end of  
period.

EMPLOYEE NAME

TOTAL NUMBER OF  
HOURS WORKED

# TDY

NAME	POSITION	DATE	TDY LOCATION	PURPOSE	COST EST	BALANCE
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